

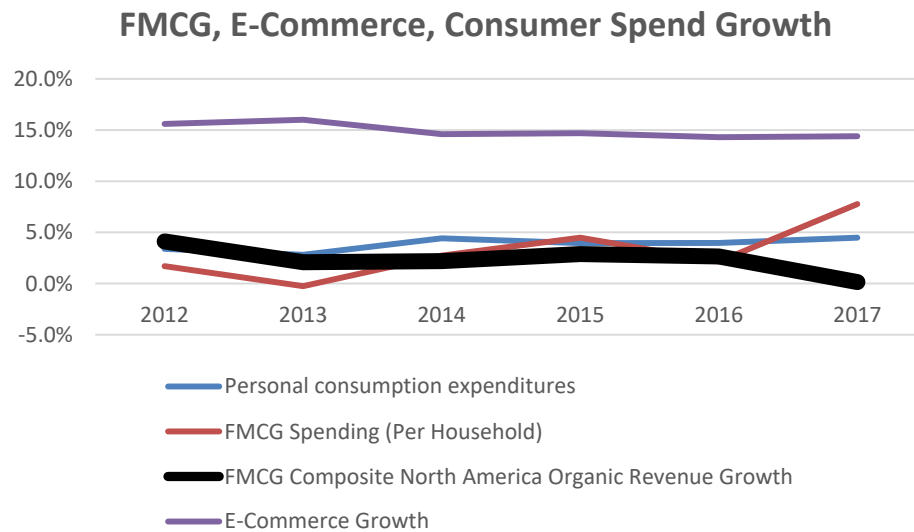
PIVOTAL

Pivotal Research Group

Direct Brands - Observations
November 2018

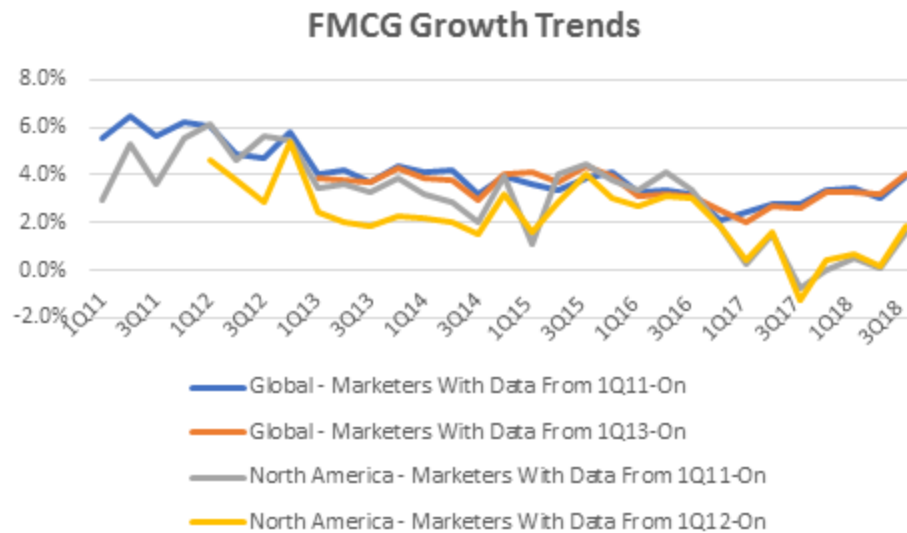
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Consumer Spending Trends



PCE and E-Commerce Per US Census / BEA, FMCG Spending per BLS. FMCG Composite includes, AB Inbev, L'Oreal, PepsiCo, Unilever and Nestle's Americas region for North America figures. Source: Pivotal research analysis, company reports

FMCG Organic Revenue Trends



Weighted average organic growth for companies including AB Inbev, Carlsberg, Coca-Cola, Danone, L'Oreal, Mondelez, Nestle, PepsiCo, Pernod Ricard, Procter & Gamble, Reckitt Benckiser and Unilever for global figures, AB Inbev, L'Oreal, PepsiCo, Unilever and Nestle's Americas region for North America figures. Source: Pivotal research analysis, company reports

Growth of Direct Brands

Direct Brands - Revenue and Growth Estimates				
Company (\$ in mm)	IAB Category	2016	2017	Growth
Stitch Fix	Apparel/Fashion	\$872.3	\$1,090.2	25%
Hello Fresh	Food and Beverages	663.3	1,009.0	52%
Revolve	Apparel/Fashion	600.0	1,000.0	67%
Blue Apron	Food and Beverages	795.4	881.2	11%
Casper	Home & Appliance	200.0	400.0	100%
Peloton	Wellness and Fitness	170.0	340.0	100%
Home Chef	Food and Beverages	200.0	300.0	50%
The Honest Co.	Home & Appliance	300.0	300.0	0%
Sun Basket	Food and Beverages	124.0	275.0	122%
Warby Parker	Apparel/Fashion	220.0	250.0	14%
Fabletics	Apparel/Fashion	235.0	250.0	6%
Beautycounter	Personal Care	150.0	225.0	50%
Birchbox	Personal Care	200.0	200.0	0%
Everlane	Apparel/Fashion	100.0	200.0	100%
Saatva	Home & Appliance	180.0	200.0	11%
Bark Box	Pet Care	100.0	150.0	50%
Touch of Modern	Retail	118.8	150.0	26%
Le Tote	Apparel/Fashion	100.0	150.0	50%
Tuft&Needle	Home & Appliance	100.0	150.0	50%
Leesa	Home & Appliance	80.0	150.0	88%
Califia Farms	Food and Beverages	100.0	128.5	29%
Everything but the house	Home & Appliance	70.0	120.0	71%
Poshmark	Marketplace	50.0	100.0	100%
Adore Me	Apparel/Fashion	80.0	100.0	25%
Five Four	Apparel/Fashion	50.0	100.0	100%
Café Press	Retail	102.2	88.2	-14%
Halo Top	Food and Beverages	66.1	85.0	29%
MVMT	Apparel/Fashion	60.0	80.0	33%
M.M Lafleur	Apparel/Fashion	30.0	70.0	133%
Kuiu	Apparel/Fashion	42.9	60.0	40%
Away	Travel & Hospitality	20.0	40.0	100%
Total		\$6,180.0	\$8,642.0	40%
Headcount-Based Multiplier For Extrapolated Revenue Estimate			2.1	
Employee-Based Extrapolated Revenue for IAB 250		\$12,777.7	\$17,868.0	